

OPERATIO PLAN 20

Yellow - Slightly |

GO



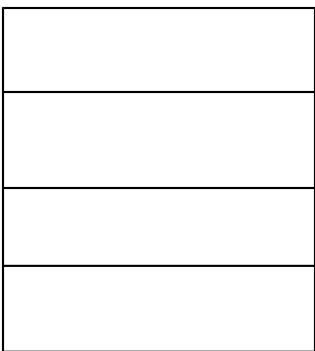


RE: WHAT?

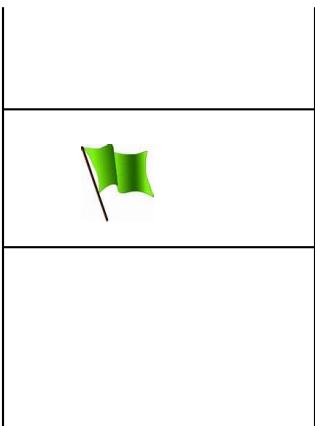
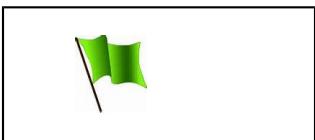
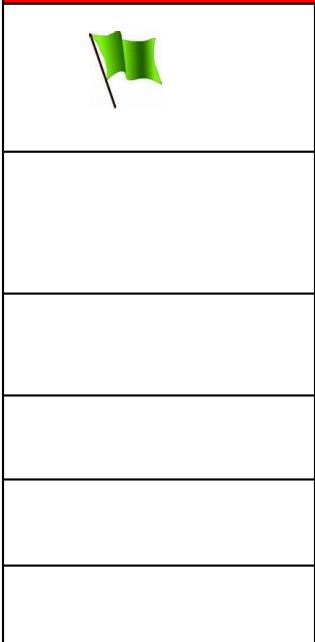
RE: WHAT?

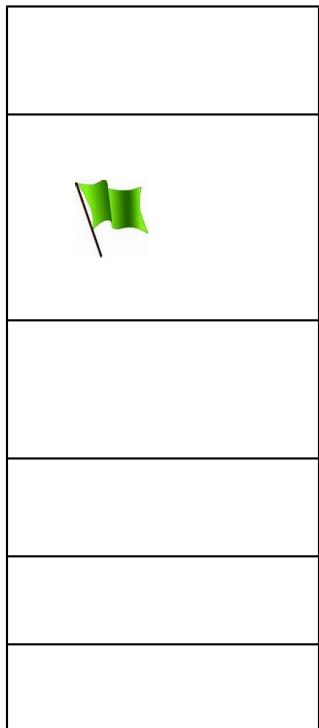
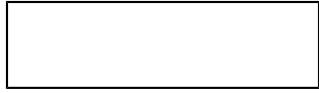


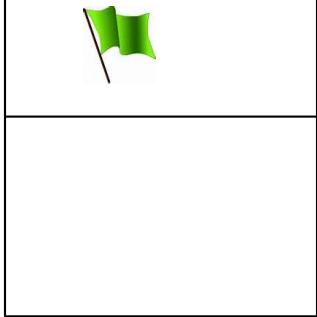
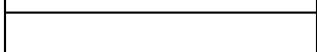
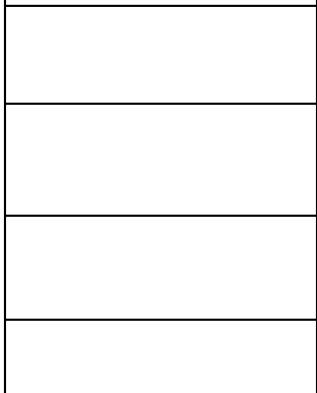
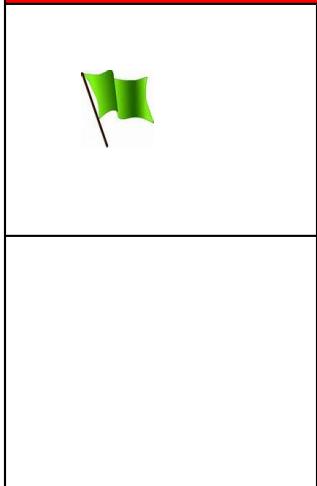
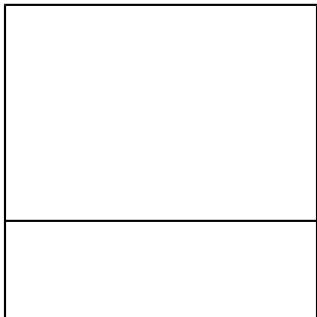
A green ribbon banner with a bow, positioned in the center of the page. It is attached to a thin black line that extends from the top edge of the page. The banner is slightly curved and has a small bow at the bottom.



GC



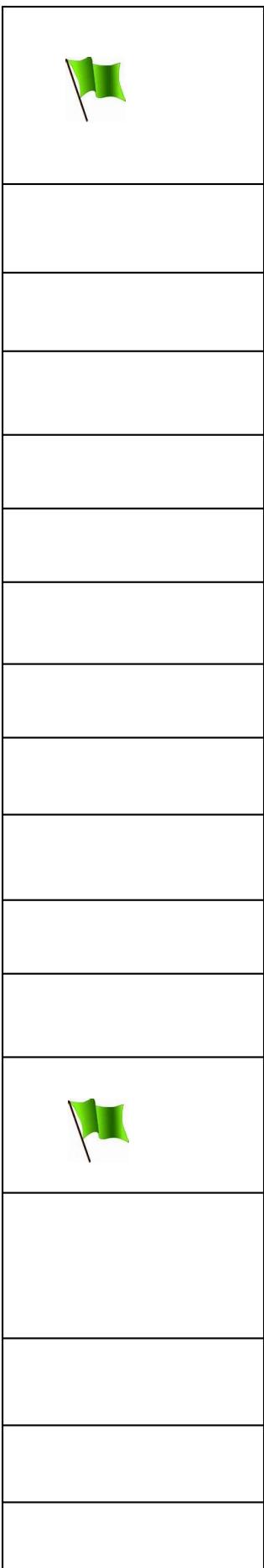


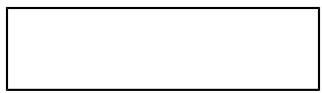


GO



GC





Blue - Completed
Behind Schedule Green - On Schedule
Red - Significantly Behind Schedule Purple - Modified

2018 Objectives: Process Milestones

AL A: *Strengthen Community Engagement in Crime Prevention Efforts*

Objective A1: Establish and maintain a "Neighborhood Safety Initiative" (NSI) that builds on and strengthens partnerships among neighborhood groups, law enforcement, and other city/county government agencies.

Hold meetings with faith- and community-based organizations in neighborhoods without NWGs to develop interest in creating new NWGs.

Identify and map the number and boundaries of neighborhoods in the Old Allen and Tillman precincts with active NWGs.

MPD will hold training sessions for those interested in organizing new NWGs.

Complete (twice a year) survey of NWGs in focus areas to determine whether they meet the agreed upon criteria of an "active" group.

Conduct (twice a year) survey of PJA leaders regarding their satisfaction with governmental responses to neighborhood concerns.

PSI will conduct and issue an interim evaluation/assessment of the NSI to determine its effectiveness.

Organize active NWGs in at least 40% of those populated areas in the Old Allen and Tillman precincts without a NWG as of 2016.

Objective A2: Establish a community prosecution model in targeted communities.

Develop and implement a process for determining case disposition times by MPD precinct.

Develop and send out a survey of MPD officers in community prosecution precincts.

Develop and send out a survey of neighborhood watch participants in community prosecution precincts.
PSI will conduct and issue an interim evaluation/assessment of community prosecution models, including impact on case disposition times, perceptions of law enforcement and neighborhood watch leaders, and impact on crime rates.
Conduct a follow-up survey of MPD officers in community prosecution precincts.
Conduct a follow-up survey of neighborhood watch participants in community prosecution precincts.
Increase the number of productive Crimestopper contacts within the community prosecution precincts/districts.
Decrease the overall crime rate in the designated community prosecution areas by a greater percentage than the community-wide percentage.
Reduce certain "targeted offenses" crime rates within the community prosecution precincts by a percentage greater than the community-wide percentage.
<u>Objective A3:</u> Intensify problem-solving community policing through stronger police-citizen relations.
SCSO and MPD will increase participation in their various youth-focused activities compared to 2017.
Maintain participation level in MPD Citizen Academy classes with 2017 level of participation.
SCSO and MPD will maintain the participation level in their Clergy Academies in 2018 with the 2017 level of participation.
Increase the number of citizens participating in various SCSO speakers' bureau presentations over 2017 participation levels.
Increase the number and percentage of productive Crimestoppers contacts (system-wide).
Increase the number and percentage of citizen-initiated tips/complaints that result in charges being filed.
<u>Objective A4:</u> Expand Safeways' intensive crime prevention program for Shelby county apartment communities.
Roll out "Safeways Select Certified Program" initiative.
PSI will conduct and issue an interim assessment of the Safeways program.

Expand Safeways services by at least 20% over the 2016 level of 100+ apartment communities.

Expand by at least 8% the number of 100+ apartment communities participating in the Safeways certification program over 2016.

Enroll 12 properties in the new Safeways Select Certified Program.

Reduce the level of reported crime in certified Safeways properties by at least 10% compared to 2016.

GOAL B: *Strengthen Law enforcement's Ability to Reduce Violent Street Crime.*

Objective B1: Clarify and resolve shortages in law enforcement staffing.

Complete zero-based staffing assessment of MPD staffing needs.

Employ at least 230-235 new MPD commissioned officers.

Employ at least __ new PST officers.

Have an attrition rate among MPD commissioned officers of less than 115.

Employ at least 25 new SCSO deputy sheriffs.

Employ at least 40 new SCSO deputy jailers.

Objective B2: Use additional law enforcement staffing, technology, and other resources to expand data-driven, proactive policing.

Launch "TRAC 2" as a ramped up MPD process geared toward data-driven policing and accountability for results.

PSI will conduct and issue an interim evaluation on the status of MPD's data-driven policing and its impact.

Objective B3: Enhance law enforcement training to better serve the community.

Develop a training curriculum for the MPD and SCSO training academies related to proper law enforcement practices and standards.

Evaluate results of the training curriculum assessments and begin implementation of recommendations.

Objective B4: Enhance the use of intelligence and data-gathering to reduce gang violence.

Obtain data on crime within "safety zones" both prior to and since issuance of injunctions.

Obtain data on crime committed by those enjoined through "safety zone" injunctions since being served with the injunction.

Survey MPD officers, including leadership, in precincts where gang injunctions are in effect to determine their knowledge of gang members subject to the injunction(s) and conditions imposed by the injunction(s).

Increase the Multi-Agency Gang Unit investigative and intelligence gathering staff by at least 23 individuals for a total staff of 59.

Finalize a new location for the Multi-Agency Gang Unit.

PSI will conduct and issue an interim evaluation on the impact of gang "safety zone" injunctions.

Continue issuing nuisance and gang enforcement actions where investigations warrant.

Reduce the number of arrests by the individuals who have been enjoined pursuant to a "safety zone" injunction.

Reduce the crime rates in areas served by "safety zone" injunctions.

Objective B5: Effectively implement a violence intervention/focused deterrence (FD) model in which multiple law enforcement and prosecution agencies team up with community members and social service providers to deliver a "carrot and stick" approach to curbing gun violence.

Agree on the needed data collection and method of gathering the data to measure FD success.

Initiate first FD call-in.

Initiate additional FD call-in(s).

PSI will conduct and issue an interim process review of FD program elements.

Objective B6: Expand efforts to reduce crimes with guns through (1) strengthening state penalties involving illegal possession of guns, (2) enforcing both federal and state gun laws effectively, and (3) communicating to the street level the consequences of engaging in gun crime.

Continue second phase of the FED UP communications campaign to convey the consequences of committing crimes with guns.

Survey new parolees and probationers on awareness of the FED UP communications campaign.

GOAL C: Strengthen Intervention Programs for Ex-Offenders.

Objective C1: In order to increase their chances of breaking the cycle of crime, implement a jobs program for high-risk ex-offenders that adds a transitional work feature to the more traditional program elements of job placement, life skills and mental health support.

Establish protocols within MSCOR related to data necessary to track one-year employment outcomes for clients.

Obtain baseline employment data from TN Department of Labor for MSCOR clientele enrolled 2013 and forward.

Begin the delivery of transitional work services.

Hold symposium co-hosted by PSI, TN Dept. of Labor, and WIN to encourage local employers to hire ex-offenders.

PSI will conduct and issue an interim assessment on program progress, including report on the number/percentage of participants who remained employed through the first two quarters.

Objective C2: Effectively implement the state's new system of "swift, certain and fair" administrative sanctions in lieu of incarceration for violating certain conditions of probation or parole.

Agree on the needed data collection and method of gathering the data to measure the system's success in Shelby County.

PSI will conduct and issue an interim evaluation of the administrative sanctions program's impact in Shelby County.

AL D: Enhance Domestic Violence Prevention and Intervention Efforts

Objective D1: Evaluate and expand the success of the Family Safety Center (FSC) in reducing re-victimization.

Obtain 4th quarter 2017 baseline data related to re-victimization of FSC clients through the Conflict Tactics Scale-2 (CTS-2), an evidence-based risk evaluation tool.

Obtain 2017 (Nov/Dec) data on Herth Hope Index (HHI), which measures a victim's resiliency in responding to violent events, as an initial framework to establish a baseline measuring FSC client resiliency.

PSI will begin an evaluation of the FSC.

Establish an initial baseline for FSC clients on the CTS-2 scale, using a 90-day pre- and post-service initiation benchmark.

PSI will issue an interim evaluation/assessment of FSC.

Revictimization of FSC clients will be lower in 2018 compared to the baseline, as measured by specified outcomes on the CTS-2 risk evaluation tool.

A greater percentage of FSC clients will have improved resiliency scores on the Herth Hope index (HHI) at 90 days post-service initiation compared to the baseline.

Objective D2: Effectively implement a "domestic violence initiative" (DVI) model in which multiple law enforcement agencies team up with community members and social service providers to deal with repeat domestic violence offenders with a "carrot and stick" model.

Create working group for DVI initiative.

Agree upon the appropriate DVI model for implementation in Shelby County.

Determine the appropriate metrics to measure success of the DVI model.

Implement the DVI initiative as outlined in the model.

AL E: Enhance Intervention for Juveniles Committing Delinquent Acts

Objective E1: Establish a youth assessment center (YAC) to provide needs assessments and appropriate interventions for non-violent youthful offenders (both delinquent and status offenders) rather than automatically involving them in the criminal justice system.

Finalize and introduce enabling legislation in the General Assembly.

Finalize the location for a pilot assessment center.

Finalize the development of a budget for operation of a "pilot" assessment center.

Designate a director for development and initial operation of an assessment center.

Conduct community-based informational meetings on the assessment center concept.

Enact legislation.

Finalize the assessment center pilot model.

Enter into memoranda of understanding/contracts with appropriate service providers and law enforcement.

Approve the budget for the pilot assessment center.

Finalize the geographic area to be served by the pilot assessment center.

Launch the assessment center for the pilot geographic area.

Objective E2: Develop a system of Evening Reporting Centers (ERCs) across the county to serve more delinquent youth at the community level.

Finalize and submit to county government the proposed budget for operation of additional evening reporting center site(s) using SCS alternative school(s).

Submit the proposed budget to the County Commission as part of the consolidated proposed County budget for FY18-19.

Approve the budget for the additional site(s).

Decide on operator(s) of the additional ERC site(s).

Open the addition ERC site(s).

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Owner(s):
Crime Commission;
City of Memphis;
Shelby County

Jan 2018 and ongoing

Mar 2018

Mar 2018 and ongoing

Mar 2018

Oct 2018

Mar 2018

Nov 2018

Apr - July 2018

Dec 2018

Owner(s):
DA's Office

Feb 2018

Feb 2018

Mar 2018
May-Aug 2018
Jul 2018
Aug 2018
Dec 2018
Dec 2018
Dec 2018
<u>Owner(s):</u> MPD; SC Sheriff's Off.; CrimeStoppers
Dec 2018
<u>Owner(s):</u> Safeway, Inc.
Jan 2018
Jun-Sep 2018

Dec 2018
Dec 2018
Dec 2018
Dec 2018
<i>reet</i>
<u>Owner(s):</u> MPD; SC Sheriff's Off.
Sep 2018
Dec 2018
<u>Owner(s):</u> MPD; SC Sheriff's Off.
Completed
Mar-Sep 2018
<u>Owner(s):</u> MPD; SC Sheriff's Off.
SCSO: Mar 2018
MPD: Mar 2018

TBD
<u>Owner(s):</u> Multi-Agency Gang Unit
Mar 2018
Mar 2018
Apr 2018
MPD: Jul 2018 (8) SCSO: Feb 2018 (5) Sep 2018 (10)
Jul 2018
Apr-Jul 2018
Ongoing
Dec 2018
Dec 2018
<u>Owner(s):</u> Multi-Agency Gang Unit
Jan 2018
Completed
May 2018
Aug-Oct 2018

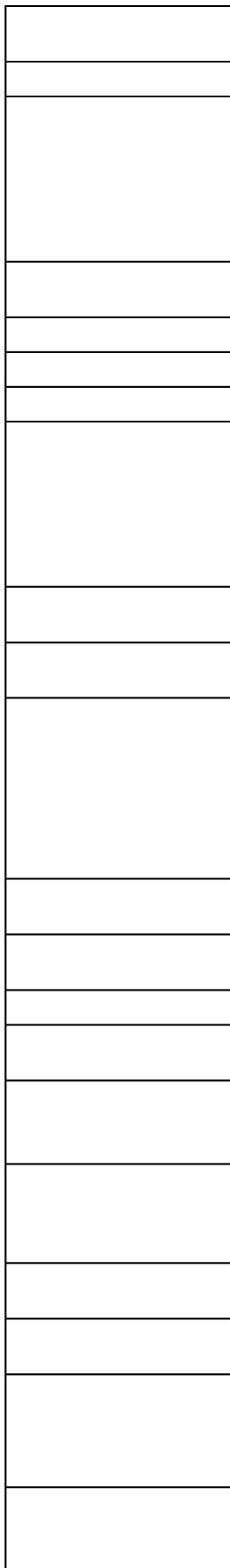
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	<p>Jan 2018</p>
	<p>Ongoing</p>
	<p>Feb 2018</p>
	<p>Feb 2018</p>
	<p>Mar 2018</p>
	<p>May 2018</p>
	<p>Jul-Nov 2018</p>
<p><u>Owner(s):</u> TN Department of Correction</p>	
	<p>Feb 2018</p>

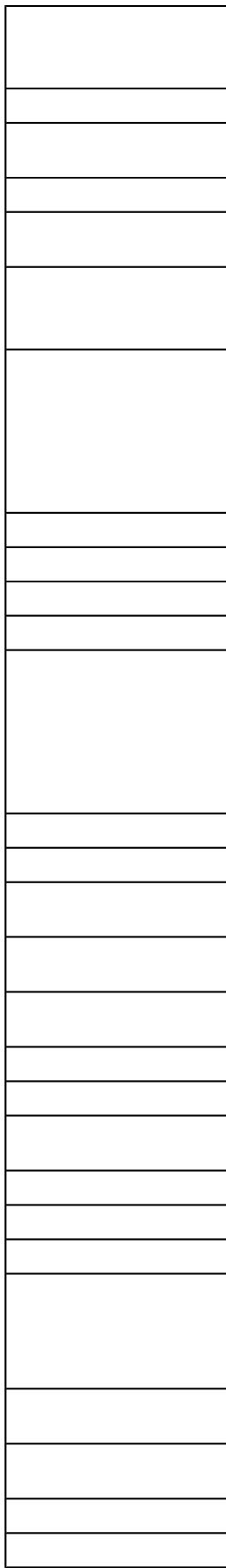
Jun-Sep 2018
orts.
<u>Owner(s):</u> Family Safety Center, Crime Commission
Jan 2018
Jan 2018
Feb 2018
Mar 2018
Dec 2018
Dec 2018
Dec 2018
<u>Owner(s):</u> District Attorney's Office
Feb 2018
Jun 2018
Jun 2018
Sep 2018
Acts.

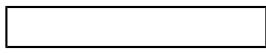
<u>Owner(s):</u> Juvenile Court, Shelby County, Crime Commission
Jan 2018
Feb 2018
Feb 2018
Feb 2018
Mar 2018
Apr 2018
Apr 2018
May 2018
Jun 2018
Aug 2018
Aug 2018
<u>Owner(s):</u> Juvenile Court, Shelby County Schools
Feb 2018
Mar 2018
Jun 2018
Aug 2018

Nov 2018









Objective A1: Establish and maintain a "Neighborhood Safety Initiative" (NSI) that builds on and strengthens partnerships among neighborhood groups, law enforcement, and other city/county government agencies.

Hold meetings with faith- and community-based organizations in neighborhoods without NWGs to develop interest in creating new NWGs.

Identify and map the number and boundaries of neighborhoods in the Old Allen and Tillman precincts with active NWGs.

MPD will hold training sessions for those interested in organizing new NWGs.

Complete (twice a year) survey of NWGs in focus areas to determine whether they meet the agreed upon criteria of an "active" group.

Conduct (twice a year) survey of PJA leaders regarding their satisfaction with governmental responses to neighborhood concerns.

PSI will conduct and issue an interim evaluation/assessment of the NSI to determine its effectiveness.

Organize active NWGs in at least 40% of those populated areas in the Old Allen and Tillman precincts without a NWG as of 2016.

Objective A2: Establish a community prosecution model in targeted communities.

Develop and implement a process for determining case disposition times by MPD precinct.

Develop and send out a survey of MPD officers in community prosecution precincts.

Develop and send out a survey of neighborhood watch participants in community prosecution precincts.

PSI will conduct and issue an interim evaluation/assessment of community prosecution models, including impact on case disposition times, perceptions of law enforcement and neighborhood watch leaders, and impact on crime rates.

Conduct a follow-up survey of MPD officers in community prosecution precincts.

Conduct a follow-up survey of neighborhood watch participants in community prosecution precincts.

Issue an interim evaluation/assessment.

Increase the number of productive Crimestopper contacts within the community prosecution precincts/districts.

Decrease the overall crime rate in the designated community prosecution areas by a greater percentage than the community-wide percentage.

Reduce certain "targeted offenses" crime rates within the community prosecution precincts by a percentage greater than the community-wide percentage.

Objective A3: Intensify problem-solving community policing through stronger police-citizen relations.

SCSO and MPD will increase participation in their various youth-focused activities compared to 2017.

Maintain participation level in MPD Citizen Academy classes with 2017 level of participation.

SCSO and MPD will maintain the participation level in their Clergy Academies in 2018 with the 2017 level of participation.

Increase the number of citizens participating in various SCSO speakers' bureau presentations over 2017 participation levels.

Increase the number and percentage of productive Crimestoppers contacts (system-wide).

Increase the number and percentage of citizen-initiated tips/complaints that result in charges being filed.

Objective A4: Expand Safeways' intensive crime prevention program for Shelby county apartment communities.

Roll out "Safeways Select Certified Program" initiative.

PSI will conduct and issue an interim assessment of the Safeways program.

Expand Safeways services by at least 20% over the 2016 level of 100+ apartment communities.

Expand by at least 8% the number of 100+ apartment communities participating in the Safeways certification program over 2016.

Enroll 12 properties in the new Safeways Select Certified Program.

Reduce the level of reported crime in certified Safeways properties by at least 10% compared to 2016.

Objective B1: Clarify and resolve shortages in law enforcement staffing.

Complete zero-based staffing assessment of MPD staffing needs.

Employ at least 230-235 new MPD commissioned officers.

Employ at least ___ new PST officers.

Have an attrition rate among MPD commissioned officers of less than 115.

Employ at least 25 new SCSO deputy sheriffs.

Employ at least 40 new SCSO deputy jailers.

Objective B2: Use additional law enforcement staffing, technology, and other resources to expand data-driven, proactive policing.

Launch "TRAC 2" as a ramped up MPD process geared toward data-driven policing and accountability for results.

PSI will conduct and issue an interim evaluation on the status of MPD's data-driven policing and its impact.

Objective B3: Enhance law enforcement training to better serve the community.

Develop a training curriculum for the MPD and SCSO training academies related to proper law enforcement practices and standards.

Evaluate results of the training curriculum assessments and begin implementation of recommendations.

Objective B4: Enhance the use of intelligence and data-gathering to reduce gang violence.

Obtain data on crime within "safety zones" both prior to and since issuance of injunctions.

Obtain data on crime committed by those enjoined through "safety zone" injunctions since being served with the injunction.

Survey MPD officers, including leadership, in precincts where gang injunctions are in effect to determine their knowledge of gang members subject to the injunction(s) and conditions imposed by the injunction(s).

Increase the Multi-Agency Gang Unit investigative and intelligence gathering staff by at least 23 individuals for a total staff of 59.

Finalize a new location for the Multi-Agency Gang Unit.

PSI will conduct and issue an interim evaluation on the impact of gang "safety zone" injunctions.

Continue issuing nuisance and gang enforcement actions where investigations warrant.

Reduce the number of arrests by the individuals who have been enjoined pursuant to a "safety zone" injunction.

Reduce the crime rates in areas served by "safety zone" injunctions.

Objective B5: Effectively implement a violence intervention/focused deterrence (FD) model in which multiple law enforcement and prosecution agencies team up with community members and social service providers to deliver a "carrot and stick" approach to curbing gun violence.

Agree on the needed data collection and method of gathering the data to measure FD success.

Initiate first FD call-in.

Initiate additional FD call-in(s).

PSI will conduct and issue an interim process review of FD program elements.

Objective B6: Expand efforts to reduce crimes with guns through (1) strengthening state penalties involving illegal possession of guns, (2) enforcing both federal and state gun laws effectively, and (3) communicating to the street level the consequences of engaging in gun crime.

Continue second phase of the FED UP communications campaign to convey the consequences of committing crimes with guns.

Survey new parolees and probationers on awareness of the FED UP communications campaign.

Objective C1: In order to increase their chances of breaking the cycle of crime, implement a jobs program for high-risk ex-offenders that adds a transitional work feature to the more traditional program elements of job placement, life skills and mental health support.

Establish protocols within MSCOR related to data necessary to track one-year employment outcomes for clients.

Obtain baseline employment data from TN Department of Labor for MSCOR clientele enrolled 2013 and forward.

Begin the delivery of transitional work services.

Hold symposium co-hosted by PSI, TN Dept. of Labor, and WIN to encourage local employers to hire ex-offenders.

PSI will conduct and issue an interim assessment on program progress, including report on the number/percentage of participants who remained employed through the first two quarters.

Objective C2: Effectively implement the state's new system of "swift, certain and fair" administrative sanctions in lieu of incarceration for violating certain conditions of probation or parole.

Agree on the needed data collection and method of gathering the data to measure the system's success in Shelby County.

PSI will conduct and issue an interim evaluation of the administrative sanctions program's impact in Shelby County.

Objective D1: Evaluate and expand the success of the Family Safety Center (FSC) in reducing re-victimization.

Obtain 4th quarter 2017 baseline data related to re-victimization of FSC clients through the Conflict Tactics Scale-2 (CTS-2), an evidence-based risk evaluation tool.

Obtain 2017 (Nov/Dec) data on Herth Hope Index (HHI), which measures a victim's resiliency in responding to violent events, as an initial framework to establish a baseline measuring FSC client resiliency.
PSI will begin an evaluation of the FSC.
Establish an initial baseline for FSC clients on the CTS-2 scale, using a 90-day pre- and post-service initiation benchmark.
PSI will issue an interim evaluation/assessment of FSC.
Revictimization of FSC clients will be lower in 2018 compared to the baseline, as measured by specified outcomes on the CTS-2 risk evaluation tool.
A greater percentage of FSC clients will have improved resiliency scores on the Herth Hope index (HHI) at 90 days post-service initiation compared to the baseline.
<u>Objective D2:</u> Effectively implement a "domestic violence initiative" (DVI) model in which multiple law enforcement agencies team up with community members and social service providers to deal with repeat domestic violence offenders with a "carrot and stick" model.
Create working group for DVI initiative.
Agree upon the appropriate DVI model for implementation in Shelby County.
Determine the appropriate metrics to measure success of the DVI model.
Implement the DVI initiative as outlined in the model.
<u>Objective E1:</u> Establish a youth assessment center (YAC) to provide needs assessments and appropriate interventions for non-violent youthful offenders (both delinquent and status offenders) rather than automatically involving them in the criminal justice system.
Finalize and introduce enabling legislation in the General Assembly.
Finalize the location for a pilot assessment center.
Finalize the development of a budget for operation of a "pilot" assessment center.
Designate a director for development and initial operation of an assessment center.
Conduct community-based informational meetings on the assessment center concept.
Enact legislation.
Finalize the assessment center pilot model.
Enter into memoranda of understanding/contracts with appropriate service providers and law enforcement.
Approve the budget for the pilot assessment center.
Finalize the geographic area to be served by the pilot assessment center.
Launch the assessment center for the pilot geographic area.
<u>Objective E2:</u> Develop a system of Evening Reporting Centers (ERCs) across the county to serve more delinquent youth at the community level.
Finalize and submit to county government the proposed budget for operation of additional evening reporting center site(s) using SCS alternative school(s).
Submit the proposed budget to the County Commission as part of the consolidated proposed County budget for FY18-19.
Approve the budget for the additional site(s).
Decide on operator(s) of the additional ERC site(s).

Open the addition ERC site(s).

<u>Owner(s):</u> Safeways, Inc.
Jan 2018
Jun-Sep 2018
Dec 2018
Dec 2018
Dec 2018
Dec 2018
<u>Owner(s):</u> MPD; SC Sheriff's Off.
Sep 2018
Dec 2018
<u>Owner(s):</u> MPD; SC Sheriff's Off.
Jan 2018
Mar-Sep 2018
<u>Owner(s):</u> MPD; SC Sheriff's Off.
SCSO: Mar 2018
MPD: Mar 2018
TBD
<u>Owner(s):</u> Multi-Agency Gang Unit
Mar 2018
Mar 2018
Apr 2018
MPD: Jul 2018 (8) SCSO: Feb 2018 (5) Sep 2018 (10)
Jul 2018
Apr-Jul 2018
Ongoing

Dec 2018
Dec 2018
Owner(s): Multi-Agency Gang Unit
Jan 2018
Feb 2018
May 2018
Aug-Oct 2018
Owner(s): Crime Commission
Jan 2018
Ongoing
Owner(s): Memphis and Shelby County Office of Re-entry, Workforce Investment Network
Feb 2018
Feb 2018
Mar 2018
May 2018
Jul-Nov 2018
Owner(s): TN Department of Correction
Feb 2018
Jun-Sep 2018
Owner(s): Family Safety Center, Crime Commission
Jan 2018

Jan 2018

Feb 2018

Mar 2018

Dec 2018

Dec 2018

Dec 2018

Owner(s): District
Attorney's Office

Feb 2018

Jun 2018

Jun 2018

Sep 2018

Owner(s): Juvenile
Court, Shelby County, Crime
Commission

Jan 2018

Feb 2018

Feb 2018

Feb 2018

Mar 2018

Apr 2018

Apr 2018

May 2018

Jun 2018

Aug 2018

Aug 2018

Owner(s): Juvenile
Court, Shelby County Schools

Feb 2018

Mar 2018

Jun 2018

Aug 2018

Nov 2018